

## **Hal Balzan Local Council**

### **Business Plan**

**2012 - 2014**

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## 1.0 Introduction and Situation Analysis

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The Council's responsibilities and services have gradually increased and improved to the benefit of residents and other persons who come to the locality.

During this past year we tried to improve the service offered so as to maximise the benefits and efficiency expected by our residents. Councillors report on the needs of the locality and put forward proposals which may improve the environment and offer support so as to improve the locality and its residents.

The Council will continue to provide for the upkeep and maintenance of the locality and to propose projects for the benefit of all residents and the embellishment of the locality. The Council will do its best to be proactive in its outlook and will act on complaints in a timely manner. In order to do this successfully the Council will also need to rely on additional funding which can be sought via applying through the various Government.

### Looking back

The Council is providing for the upkeep and maintenance of the locality's cleaning services, Playing Field and verges, traffic signs and markings and also proposing that new street signs are introduced with the aim of improving safety on our streets.

As part of the Council's commitment to the elderly, the council organised monthly outings for the senior citizens, these are proving to be a success with an increased demand for attendance. Jum Hal Balzan, Festa tal Frott and other activities were organized.

Street lighting has improved during the past years after various requests were forwarded by the Council. The delegation of street lighting to local councils is facilitating the replacement of street lights when complaints are forwarded to the council.

### The Future

#### Funding

The funding formula adopted by the Department of Local Councils is working against the council and expected increases are being met with decreases in funds and therefore less money to be used on capital projects.

However with the introduction of the Local Council Reform there are now more funding opportunities under different schemes being issued by the central government and also EU funding opportunities which we managed to get under the European Regional Development Fund

#### Projects

As said this year the Local Council has has its application approved by the EU for funding under the Operational Programme 1-Cohesion Policy 2007-13 of the European Regional Development Fund - " Regenerating Balzan Square and Implementing a Tourist Heritage Trail" works will commence in 2012 and the Council will be committing part of its surplus funds towards this project.

In 2012 the Council intends to use the funds available by the Urban Improvement Funds of MEPA for the pavement and embellishment works in Valley Road. This project will cost in the region of € 60,000.

The Council has submitted a development brief with regards to a piece of land belonging to the Joint Office in Wesgha Prof. G. Aquilina. The Council intends to turn it into a recreational area/community area. We hope our efforts will be supported by the Central Government. A decision needs to be taken by the Central Government without any further delay so that the Council will be in a better position to take the necessary decisions to implement this project or else adopt the Private Public Partnership scheme in the re-surfacing and construction of new roads.

The Council has put forward a request to the Roads Department for the re-surfacing of Balzan Valley and the construction of pavements in the same road. The Council feels that this road merits attention from the Central Government because it is used as one of the main arterial roads even though it is not listed as one of the main arterial roads falling within the responsibility of the Central Government. This has also resulted from a study carried out by the Planning Authority.

Every effort will be made to improve the condition of pavements, streets, traffic signs and markings. The Council will also make proposals to ensure the safety of our street, especially, certain dangerous traffic junctions.

The new Public Transport Reform to come into force on the 3<sup>rd</sup> July 2011 is expected to provide bus routes that will make it easy for residents to reach their destination.

The Council's previous commitment to work on a programme of pavement repairs and maintenance during the next three years, as stated in previous Business Plans, to improve all pavements in the locality will have to be re-adjusted because of the increased pressure on funds from different sources for the provision of services. Priorities on pavement re-instatement or repair will be given according to condition of pavement and utilisation.

**1.0 Introduction and Situation Analysis**

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The Council has one worker allocated from the Department of Works and one worker from the IPSL scheme (shipbuilding workers), these workers are seconded with the Council and they work on minor infrastructural works. We also have one person from the ETC Community Work Scheme. These arrangements make us more efficient in solving complaints of a small nature.

**Other works**

Various requests were presented to the Transport Malta regarding road signs and markings, these included the painting of parking bays, 1m double yellow lines to give access to garages and other minor traffic signs. The introduction of wardens during the years has helped to decrease traffic contraventions and the introduction of the green wardens at the start of 2006 were intended to help us tackle the littering problem but effectiveness with regards to dog fouling needs to improve. The Council is responsible for streetlighting and works are ongoing with a number of lamps being replaced.

**Activities**

The Council will continue to organise outings for senior citizens, these were a great success. A number of other activities organised were organized for residents including Lejla Balzanija, Jum Hal Balzan and for the first time Festa Frott in conjunction with Attard Local Council which was a huge success and will continue to be organised in the coming years, sports activities, cultural walks so as to create opportunities for participation in the community.

Youths will be encouraged to participate in various Council activities, they will be encouraged to exhibit their talents and they will be given every opportunity to participate. Hal Balzan Local Council would like to see a more active participation of the Balzan Youth Centre in the activities organised by the Local Council, with particular reference to Festa Frott. Gieħ Hal Balzan medals were also given to persons who contributed to the good of the locality.

Every effort will be made to organise various social activities to promote culture, education and information regarding health, safety and other matters.

We will make a greater effort during the coming months, to upgrade and embellish the locality thus setting an example for other councils to follow.

**Wardens**

Our past efforts to organised traffic arrangements in the locality is now enforced by traffic wardens. The introduction of Local Wardens has had an effect with regards to law enforcement with regards to traffic contraventions. Enforcement with regards to dog fouling and littering needs to be improved, moreover more civic sense needs to be instilled in our residents.

**Information**

Whilst every resident is encouraged to forward suggestions every effort will be made to consult with residents before a project is implemented.

**Conclusion**

The Council will do its utmost to:

- Improve the standard of services given through the re-location of premises and by upgrading the infrastructure.
- Reduce waste of resources by better management of our very limited funds.
- improve cleaning services and improvements to the infrastructure so as to upgrade the image of the locality.
- improve the service offered to citizens by the introduction of e-government services in the local council so as to better serve citizens.
- improve services offered by increasing our human resources.

**1.0 Introduction and Situation Analysis**

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The Council will try its utmost to provide the best possible service to residents. A voicemail service was introduced and it is now possible to leave messages after office hours. The Council has employed one full time and one part-time clerk.

We expect a higher commitment from government to improve the condition of roads. Road maintenance cannot be sustained for long, the condition of roads is deteriorating heavily and increasing maintenance costs for roads can no longer be met through the Council's funds.

We hope that civic pride in our community will help us keep the present level of cleanliness and infrastructure we presently enjoy. We expect the commitment of each individual for the improvement of our locality, alone we can do but little.

I am confident that together we can greatly enhance the environment and value of Hal Balzan.

**Dr J. Zammit Montebello**  
Mayor

**2.0 Mission statement and Values**

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**2.1 Mission Statement**

To become the model Council through the continuous development of our infrastructure to best meet the needs of the residential and business sectors of our community while continually emphasising operational excellence and innovative administration of our financial resources.

To meet or surpass the revenue targets and maintain expenditure within the budget while ensuring the best "value for money" for the services we buy.

**2.2 Values**

The values the Hal Balzan Council espouses are:

- Enhancement of the quality of works and service.
- Maximisation of the benefits to our Community as a whole while respecting the needs of individuals and specific sectors.
- Respect for the viewpoints and beliefs of all members of our community.
- Respect for the environment and cultural heritage of our community.
- The just and open administration of Council business.
- Excellence in everything we do, in the services we receive and give.

**3.0 Objectives, Expected Results and Strategies**

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**3.1 Short term objectives and expected results (2011)**

<b>Objectives</b>	<b>Expected Results</b>
<ul style="list-style-type: none"> <li>• Maintenance of roads and pavements within the responsibility of the Council and liaison with the relative government department for works which fall within the responsibility of the central government.</li> <li>• Upkeep and improvements to traffic signs and road markings that fall within the responsibility of the Council and liaison with the Roads Department for works which fall within the responsibility of the central government.</li> <li>• Upkeep and Maintenance of the Playing Field.</li> <li>• Upkeep and Maintenance of the Public Convenience.</li> <li>• Levelling of Drainage inspection manholes.</li> <li>• Law enforcement of contraventions regarding traffic, littering and other regulations.</li> <li>• The payment of government rents and other licences/services at the Local Council.</li> <li>• Removal of all obstacles in public places.</li> <li>• An education campaign on the care of the environment and competitions for the embellishment of balconies.</li> <li>• To encourage the participation of the private sector to decorate streets and facades during feast days and to participate in council activities.</li> <li>• To improve supervision of works made.</li> <li>• To liaison with the Roads Department regarding the embellishment of road traffic junctions that fall within the responsibility of the central government.</li> <li>• To organise open air and indoor exhibitions.</li> <li>• To Provide for the upkeep and maintenance of streetlighting.</li> <li>• Upgrading of office facilities and equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• Better streets and pavements and a decrease in the number of complaints received.</li> <li>• Better, more visible road signs and markings to prevent road traffic accidents. To increase safety to pedestrians and road users through the introduction of traffic calming measures.</li> <li>• Better environment for children's recreation.</li> <li>• Prevention of danger to road users.</li> <li>• To better regulate traffic and cleanliness in the locality.</li> <li>• To make it easier for business entitles and other persons to effect payments within the locality.</li> <li>• Decrease in danger to person and property.</li> <li>• Improvement in our environment.</li> <li>• Better value-for-money.</li> <li>• To make traffic junctions safer.</li> <li>• To provide opportunities for local talent.</li> <li>• To improve efficiency in the replacement of streetlighting.</li> <li>• To improve the quality of services given.</li> </ul>

**3.0 Objectives, Expected Results and Strategies**

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**Objectives****Expected Results**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• To develop land at Wesgha Professur Guze' Aquilina into a recreational/sports/community centre.</li> <li>• The installation of decorative lanterns in the older part of the locality.</li> <li>• To liaison with local and national organisations to organise centres for children, youths and the aged.</li> <li>• Identification of persons with disabilities.</li> <li>• Setting Up of a Reading Room.</li> <li>• The paving and embellishment of Balzan Valley</li> </ul> | <ul style="list-style-type: none"> <li>• To provide recreational facilities, where none exist. To provide centralised services for the community in a more central location with parking and other facilities.</li> <li>• Better lighting to enhance the environment / to enhance the character of an old village core.</li> <li>• To provide facilities for all generations.</li> <li>• To improve the quality of life of disabled persons and their family.</li> <li>• To attract residents to the Council Office.</li> <li>• To improve the condition of roads and pavements.</li> </ul> |
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**3.0 Council Objectives, Expected results and Strategies (cont.)**

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**3.3 Strategies**

The strategies for 2012 - 2014 are to:

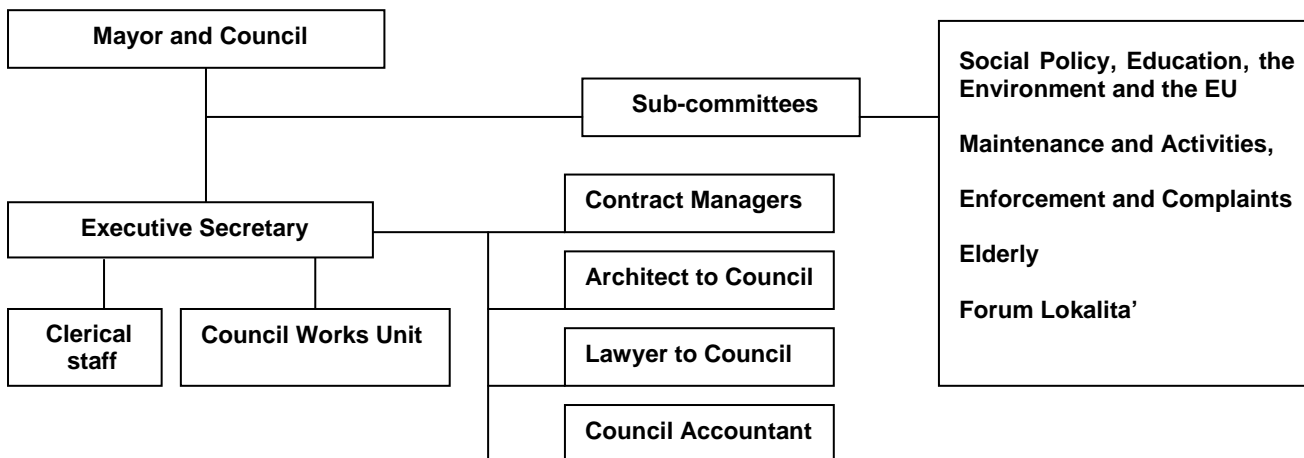
- Develop business relationship with other Councils and suppliers in order to achieve the best possible services at the lowest cost, using the principles of partnership and value chain management.
- Encourage dialogue, respect and teamwork.
- Use the best management techniques.
- Involve community residents and businesses in the financing of capital and social projects to create a series of improvements for overall, long term benefit of our locality.



**Operations Analysis**

**4.1 Organisation**

The Organisation structure (below) being implemented by the Council will enable the Hal Balzan Council to effectively deal with its day-to-day business.



Policy making is decided by the Council. Reports are submitted to the Council by the Executive Secretary or sub-committees as the case may be.

The Customer Care Clerk is the Council's first contact with residents, businesses, etc providing services such as payments, taking complaints, providing information and other services. The Clerk does the day to day office duties, provides assistance to councillors and also handles requests made by residents when the Customer Care Clerk is not available. The clerks also address any issue raised by our residents to have phone calls answered promptly, to arrange appointments as necessary, to record all complaints, to redress complaints of a minor nature and to have requests for information immediately satisfied or followed up.

The Council felt the need to appoint sub-committees for the preparation of reports and studies on specific issues. Through the Executive Secretary the Council will require these sub-committees to prepare proposals for consideration.

Chairpersons of the sub-committee for Social Policy, Education, the Environment and the EU, Maintenance and Activities, Enforcement and Complaints, the Elderly and the Locality Forum were nominated after the new council came to office.

The Council administration is aided by contract managers whose job is to supervise specific Council contracts. In the case of roads and pavements the contract manager is an architect and civil engineer. At the moment we do not have a contract manager to supervise cleaning contracts but councillors have responsibilities to supervise the various sectors that fall within their responsibilities.

One person from the Works Department and one person from IPSL are seconded with the local council, they are performing minor jobs in the locality.

From time to time volunteers help with the organization of activities. Some help on an advisory basis whilst others help when the need arises. One person in particular is in charge of the Council flag in the piazza.

Without the help of these people the Council staff and members alone cannot do all that is required even in a locality that is relatively small in size.

**Operations Analysis**

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**4.2 General Activities**

The Mayor has already discussed Council operations for the next three years in his introduction to the Business plan. The Mayor has listed our past and current efforts together with future projects. We hope to achieve greater efficiency in the services we provide whilst ensuring cost effectiveness in everything we do. This is going to be our aim in all the projects proposed. This being election year we hope the new council will improve on previous legislatures and that new sub-committees will be better geared to provide groundwork for the council.

**Sub-committees**

The sub-committee members will be expected to participate actively so as to widen the level of participation at the local level. Sub-committees are necessary to sound the community and give the Council reports on proposals so that these are better communicated to the residents. The need for the submission of proposals and the preparation of reports after they consult together and with residents on matters requiring advice regarding the different aspects of Council functions so as to ensure that all Council projects are feasible and that residents will co-operate so that council's aims are achieved.

Sub-committee chairpersons are expected to liaison with the relative government departments before preparing proposals so that the necessary implementation of proposals, once approved, is facilitated.

The Council will continuously be updating its programme of pavement re-instatement and road resurfacing according to need so that when funds are available, time will not be wasted, and implementation can take place. We hope to have the co-operation of all residents when works are underway so that we may provide the best possible service to our residents.

**Activities**

The past year has seen an increase in cultural visits for the senior citizen. These outings were a great success we hope that in the coming year residents will continue to attend these activities.

Residents should be encouraged to attend Council meetings. Council meetings are advertised in the press and displayed on the Council notice-boards.

**Works**

The Council will embark during 2012 on an ambitious project which will enhance the Church Square and adjoining streets with the embellishment and paving works of its surroundings and implementing a tourist heritage trail. The Project is being part financed by EU funding under the European Regional Development Fund. It is also the intention of the council to embark over a number of years in the re-construction on a number of roads in the locality, depending on availability of funds. The Council will be requesting the help of the Central Government in the re-construction of Balzan Valley to relief the residents and commercial entities from the major floods effecting that area.

Our Works Unit which is made up of one person from the Department of Works and Construction and three persons from IPSL is carrying out minor infrastructural works and works of an urgent nature around the locality. The team is a great asset to the council because action can be taken and problems solved without undue delay.

**Council Representatives and Contract Managers**

The Council's decision to nominate persons to supervise specific projects and to approve funds for minor but urgent repairs has helped to speed up the execution of works.

At the moment we do not have anyone supervising the contracts regarding the cleansing services on a daily basis and thus we cannot provide the best possible service to the community. The Architect to council is carrying out contract management duties with regards to roads and pavement maintenance and other capital projects.

The help of the district officers and contractors is of the utmost importance. We have to have a good working relationship if works are to progress smoothly.

**Administrative Offices**

The administrative offices were upgraded and services are now being provided in a better environment. We still have to provide better accessibility as this is still far from satisfactory. The provision of internet services and Wi-Fi to clients from the office is a step forward we are taking to empower residents. The installation of communication and other equipment will enable us to communicate with government departments to render a better service to residents. This together with better co-ordination with government departments and agencies will be of benefit to residents and to the infrastructure in general.

***Operations Analysis***

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The Council is working for other facilities for the benefit of all residents of all ages as can be seen from the Council short and long term objectives in this Business Plan.

It is our aim to enhance the locality, thus making it more attractive for residents and visitors alike. Our first responsibility is towards the residents and for this reason we will make every effort to be efficient, effective and economic in our outlook. I hope that we will achieve our aims with the help of all Hal Balzan residents. We need the co-operation of every resident for the good of present and future generations.

**Mark Mallia**  
Executive Secretary

## 5.0 Financial and Performance Forecasts

## 5.1 Three Year Financial Forecast

ACCT NO	DESCRIPTION	FORECAST 2012 €	FORECAST 2013 €	FORECAST 2014 €	FORECAST 2012-2014 €
<b>2</b>	<b>Income</b>				
0000	Government	683,149.00	292,249.65	306,862.13	1,282,260.78
0020	Bye-laws	500.00	500.00	500.00	1,500.00
0090	Investment	0.00	0.00	0.00	0.00
0100	General	2,480.00	2,586.50	2,698.33	7,764.83
	<b>TOTAL</b>	<b>686,129.00</b>	<b>295,336.15</b>	<b>310,060.46</b>	<b>1,291,525.61</b>
<b>1</b>	<b>Expenditure</b>				
1000	Personal emoluments	65,469.00	68,422.45	71,523.57	205,415.02
2000	Operations and maintenance	177,179.00	187,674.02	198,798.74	563,651.76
7000	Capital Expenditure	544,944.00	100,000.00	0.00	644,944.00
	<b>TOTAL</b>	<b>787,592.00</b>	<b>356,096.47</b>	<b>270,322.31</b>	<b>1,414,010.78</b>
	<b>SURPLUS/DEFICIT</b>	<b>(101,463.00)</b>	<b>(60,760.32)</b>	<b>39,738.14</b>	<b>(122,485.18)</b>
	<b>BROUGHT FORWARD</b>	<b>203,762.00</b>	<b>102,299.00</b>	<b>41,538.68</b>	<b>203,762.00</b>
	<b>CARRY FORWARD</b>	<b>102,299.00</b>	<b>41,538.68</b>	<b>81,276.82</b>	<b>81,276.82</b>

## 5.2 Notes and Assumptions

- Income • Government Allocation for the years 2013 and 2014 has been estimated to increase by 5%.
- Expenditure • Emoluments to employees are estimated to increase by around 5% over the years 2013 and 2014.
- A 6% increase has been estimated for the years 2013 and 2014 regarding administrative expenses and provided € 100,000 for the paving of Balzan Valley in 2013.

*Financial and Performance Forecasts (cont.)*

## 5.3 Three Year Income Forecast

ACCT NO	DESCRIPTION	FORECAST 2012 €	FORECAST 2013 €	FORECAST 2014 €	FORECAST 2012-2014 €
<b>2</b>	<b>Income</b>				
0000	Government				
0001	Annual	257,224.00	270,085.20	283,589.46	810,898.66
0002	Supplementary	0.00	0.00	0.00	0.00
0003	Special needs	0.00	0.00	0.00	0.00
0004	Public/government delegations	21,109.00	22,164.45	23,272.67	66,546.12
0015	Other	404,816.00	0.00	0.00	404,816.00
		<b>683,149.00</b>	<b>292,249.65</b>	<b>306,862.13</b>	<b>1,282,260.78</b>
0020	Bye-Laws				
0021	Community Services	0.00	0.00	0.00	0.00
0036	Contravention of bye-laws	0.00	0.00	0.00	0.00
0056	Sponsorships	0.00	0.00	0.00	0.00
0066	General	500.00	500.00	500.00	1,500.00
		<b>500.00</b>	<b>500.00</b>	<b>500.00</b>	<b>1,500.00</b>
0090	Investment				
0091	Bank interest	0.00	0.00	0.00	0.00
0096	Government securities	0.00	0.00	0.00	0.00
		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
0100	General				
0110	Donations	350.00	350.00	350.00	1,050.00
0120	Contributions	2,130.00	2,236.50	2,348.33	6,714.83
		<b>2,480.00</b>	<b>2,586.50</b>	<b>2,698.33</b>	<b>7,764.83</b>
	<b>TOTAL</b>	<b>686,129.00</b>	<b>295,336.15</b>	<b>310,060.46</b>	<b>1,291,525.61</b>

**Notes and Assumptions**

- Government Allocation has been estimated to increase by 5% for years 2013 and 2014.
- Other income is expected to increase by 5% per year

*Financial and Performance Forecasts (cont.)*

## 5.4 Three Year Expenditure Forecast

ACCT NO	DESCRIPTION	FORECAST 2012 €	FORECAST 2013 €	FORECAST 2014 €	FORECAST 2012-2014 €
<b>1</b>	<b>Expenditure</b>				
1000	Personal Emoluments				
1100	Mayor's allowance	6,616.00	6,946.80	7,294.14	20,856.94
1200	Employee salaries and wages	42,811.00	44,951.55	47,199.13	134,961.68
1300	Bonuses	5,157.00	5,414.85	5,685.59	16,257.44
1400	Income supplements	0.00	0.00	0.00	0.00
1500	Social Security contributions	3,945.00	4,142.25	4,349.36	12,436.61
1600	Allowances	6,400.00	6,400.00	6,400.00	19,200.00
1700	Overtime	540.00	567.00	595.35	1,702.35
		<b>65,469.00</b>	<b>68,422.45</b>	<b>71,523.57</b>	<b>205,415.02</b>
2000	Operations and maintenance				
2100	Utilities	8,526.00	9,037.56	9,579.81	27,143.37
2200	Materials and supplies	4,735.00	5,019.10	5,320.25	15,074.35
2300	Repair and upkeep	35,418.00	37,543.08	39,795.66	112,756.74
2400	Rent	2,262.00	2,262.00	2,262.00	6,786.00
2500	National / International memberships	900.00	954.00	1,011.24	2,865.24
2600	Office services	2,100.00	2,226.00	2,359.56	6,685.56
2700	Transport	450.00	477.00	505.62	1,432.62
2800	Travel	0.00	0.00	0.00	0.00
2900	Information services	2,100.00	2,226.00	2,359.56	6,685.56
3000	Contractual services	110,138.00	116,746.28	123,751.06	350,635.34
3100	Professional services	5,400.00	5,724.00	6,067.44	17,191.44
3200	Training	0.00	0.00	0.00	0.00
3300	Community and hospitality	4,900.00	5,194.00	5,505.64	15,599.64
3400	Incidental expenses	250.00	265.00	280.90	795.90
		<b>177,179.00</b>	<b>187,674.02</b>	<b>198,798.74</b>	<b>563,651.76</b>
7000	Capital Expenditure				
7001	Acquisition of property	0.00	0.00	0.00	0.00
7100	Construction	0.00	0.00	0.00	0.00
7200	Improvements	0.00	0.00	0.00	0.00
7300	Equipment	2,500.00	0.00	0.00	2,500.00
7500	Special programmes	542,444.00	100,000.00	0.00	642,444.00
		<b>544,944.00</b>	<b>100,000.00</b>	<b>0.00</b>	<b>644,944.00</b>
<b>TOTAL</b>		<b>787,592.00</b>	<b>356,096.47</b>	<b>270,322.31</b>	<b>1,414,010.78</b>

**Notes and Assumptions**

- Mayor's allowance is estimated to increase by 5% over years 2013 and 2014.
- Employee Salaries and Wages are estimated to increase by an annual rate of 5%
- Social Security contributions are estimated to increase by 5% over the period 2013-2013.
- A 6% increase has been estimated for the years 2012 and 2013 regarding administrative expenses.

## 6.0 Capital Development

## 6.1 Three Year Capital Development Forecasts

Acct. No.	Capital Expenditure Project Description	2012		2013		2014		2012-14
		ITEM €	PROJECT €	ITEM €	PROJECT €	ITEM €	PROJECT €	ITEMS €
7001	Acquisition of property	0.00		0.00		0.00		0.00
7100	Construction	0.00		0.00		0.00		0.00
7200	Improvements	0.00		0.00		0.00		0.00
7300	Equipment Computer Equipment Maintenance Equipment	2,500.00	1,000.00 1,500.00	0.00		0.00		2,500.00
7500	Special programmes ERDF 205 Project- Regenerating Balzan Square and Implementing a Tourist Heritage Trail  Balzan Valley Pavement Works	542,444.00	542,444.00	100,000.00	100,000.00	0.00		642,444.00
<b>TOTAL New Projects:</b>		<b>544,944.00</b>		<b>100,000.00</b>		<b>0.00</b>		<b>644,944.00</b>

## 6.2 Notes and Assumptions

Figures mentioned are all estimates.

**Capital Development (cont.)**

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**6.3 Details of Capital Development Projects****Project****7500****Project ERDF -Regenerating Balzan Square and Implementing a Touist Heritage Trail**

The project will seek to make the locality more tourist friendly by undertaking a number of tourism and cultural initiatives including the re-paving of the village square in order for it to reflect the village characteristics of Hal Balzan as well as to provide the best possible environment.